HFS Top 10: HCP Service Providers, 2022

HFS TOP 10

An assessment of healthcare providers (HCP) service providers by execution, innovation, OneOffice™ alignment, and voice of the customer

July 2022

RESEARCH AUTHORS:
Rohan Kulkarni, Practice Leader – Healthcare and Life Sciences Research
Mayank Madhur, Associate Practice Leader

Excerpt for Cognizant

> The expanding position of self-insured employers bracketed by rising costs of benefits and price transparency rules is likely to disrupt the traditional care delivery mechanism. This will have a material impact on the triple aim of care; this inflection point has been some time in the making and is likely to be realized in the next couple of years.

Rohan Kulkarni, Practice Leader, Healthcare and Life Sciences Research

> With the advent of emerging technology, firms have been working on the transformation and digitalization of healthcare solutions with the mindset of optimizing systems and processes, improving patient outcomes, reducing error, lowering costs, and improving patient experience. This will probably help with the achievement of the triple aim in the long term, but it can give an accelerated realization of the triple aim if providers decide to focus more on healthcare impact rather than financial impact.

Mayank Madhur, Associate Practice Leader

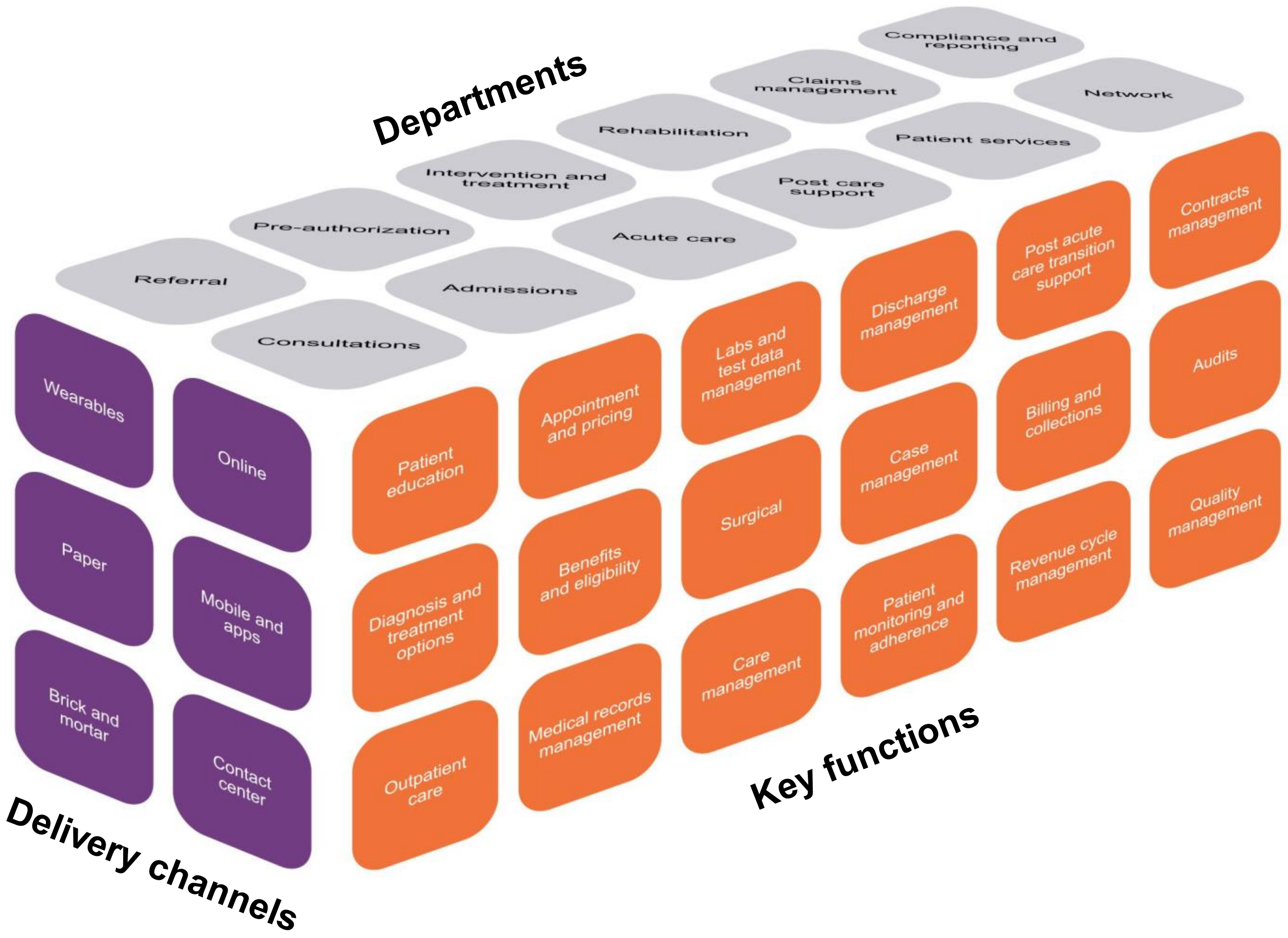
Contents

1 Introduction and the HFS value chain

Introduction

- The COVID-19 pandemic disrupted hospital care as hospitals came under pressure to meet the community's ongoing healthcare service needs while responding to the additional COVID-19 caseload and readjusting their care priorities. In that context, this Top 10 report reflects on how the industry and its ecosystem reacted.
- The HFS Top 10: HCP Service Providers, 2022 report examines service providers' role in the dynamic care delivery industry. We assessed and rated the HCP service capabilities of 17 HCP service providers across a defined series of innovation, execution, OneOffice™ alignment, and voice of the customer criteria.
- The assessment in the report is based on services for healthcare provider enterprises worldwide.
- This report also includes detailed profiles of each service provider, outlining their overall and subcategory rankings, provider facts, and detailed strength and development opportunities.
- The report specifically focuses on industry-specific capabilities for healthcare providers as defined in our value chain. It does not focus on horizontal IT or BPS services such as application management or finance and accounting outsourcing, which may be delivered to healthcare providers.

21st century value chains must adapt to multi-dimensional challenges



- **Digital manifestation:** Typical linear value chains reflect analog business paradigms vs. representing a multi-dimensional digital delivery mechanism fit for the 21st century.
- **OneOffice™**: The multi-dimensional value chain makes the OneOffice intrinsic to its delivery capability while setting the stage to help build effective ecosystems.
- **Iterative transformation**: Digital transformation can be effectively driven through industry value chains by making iterative and sustainable changes across multiple dimensions over time.

The HFS healthcare provider value chain spans three dimensions of care aligned to three market segments

The healthcare provider value chain covers the entire spectrum of care delivery across multiple modalities or channels. The value chain transcends the different healthcare provider market segments, including primary care, acute care, specialty care, and post-acute care, including rehabilitation. The value chain is represented in three-dimensional settings to reflect real-world intersections of different functions across different departments delivered through various channels. The value chain is not meant to comprehensively list all functions. Instead, it provides a construct to help in the evaluation, recognizing that the caregiving continuum can conflict with operational silos. As such, the value chain encapsulates three areas, which, when decomposed, will yield key functions across clinical, operational, and financial responsibilities.

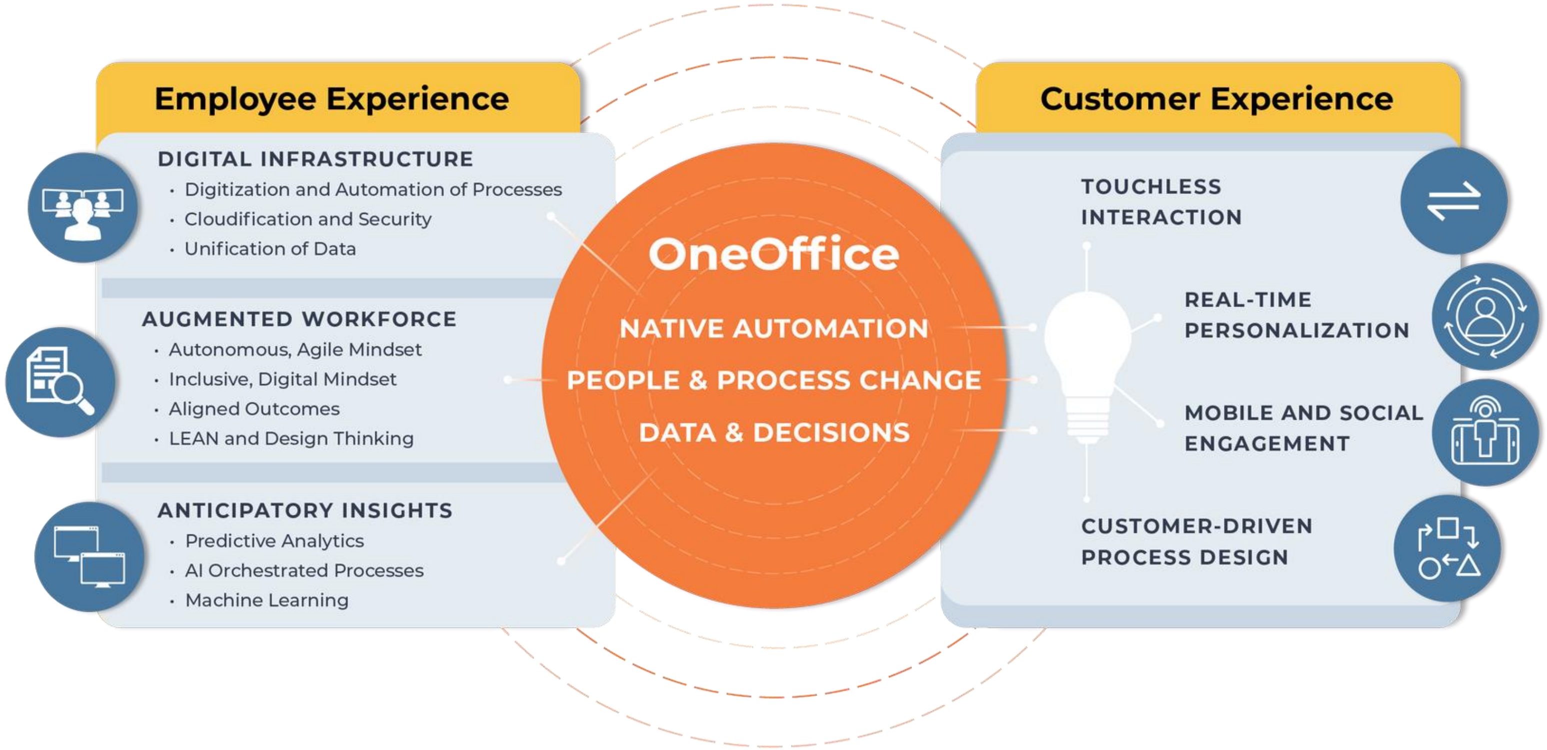
Pre-care includes referrals, pre-authorizations, and admissions. Key functions under pre-care include patient education, appointments, benefits and eligibility, and medical records management. We also consider primary care under this dimension.

Care aligns with clinical care delivery, including acute and specialty care. Key functions supporting care include labs and tests, surgical and ambulatory services, case management, and discharge.

Post-care supports clinical needs for rehabilitation and post-acute care and admin functions like claims management, patient services, and compliance management, reflected by key functions including revenue cycle management (RCM), post-acute care transitions, and audits. IT, facilities, contracts, and vendor management are also in this category.

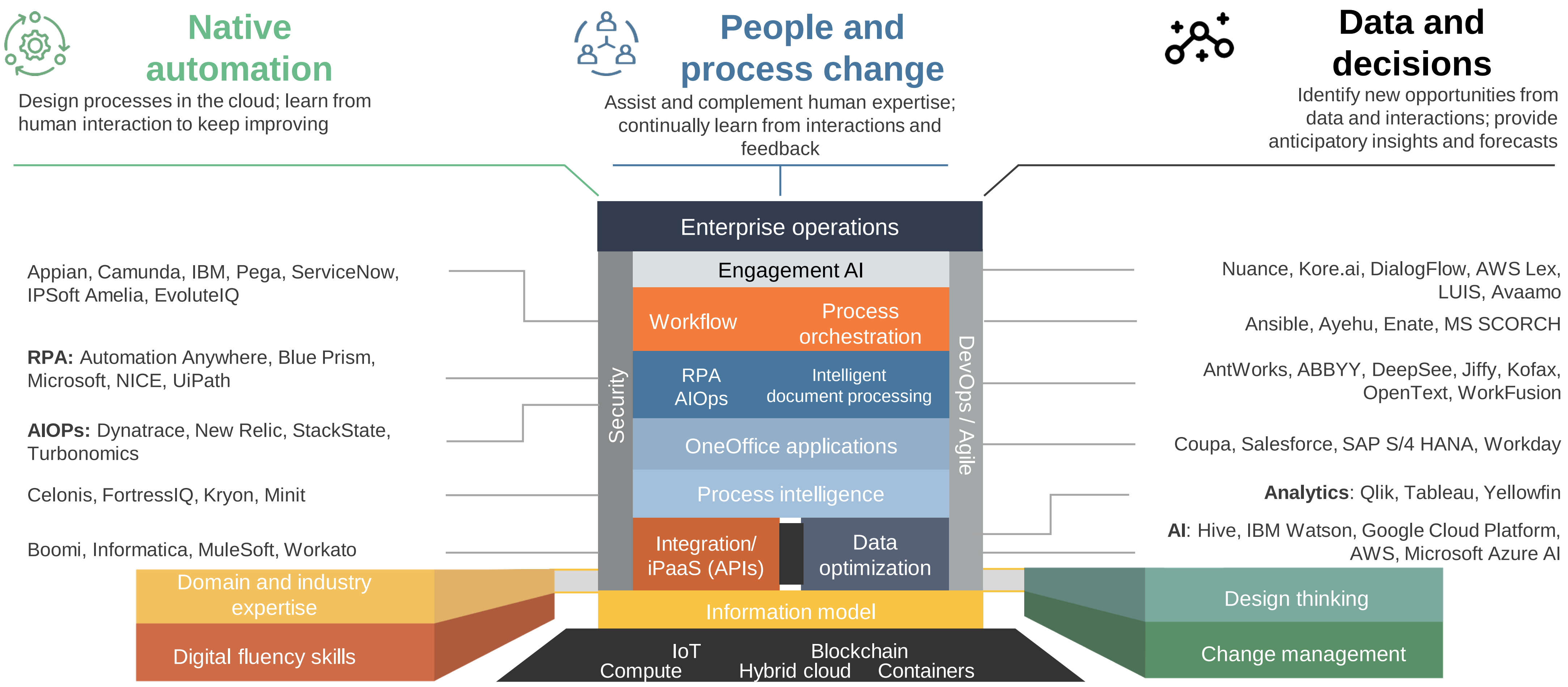
The HFS OneOffice™—digital transformation in action

The HFS OneOffice™ is our vision for actionable digital transformation. At its heart is the core concept that emerging technologies combined with people, process, and data innovation can break down the silos that limit our success, dissolving barriers between the front and back office to create the only office that matters—OneOffice. It represents a mindset shift to collaborative cross-functional enterprise operations powered by an integrated stack of emerging tech that complements your core, natively automates your processes, enables your employees and customers, and powers your decisions—breaking down your legacy silos in the process.



Source: HFS Research, 2022

The OneOffice Emerging Tech Platform—powering the journey to the OneOffice



Source: HFS Research, 2022, examples are representative

2 Research and methodology

Sources of data

This Top 10 research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the service capabilities of the participating organizations covered in our study.
Sources are as follows:

RFIs and briefings

- We ask each participating organization to complete a detailed **RFI**.
- HFS conducts **vendor briefings** with senior executives from each organization.

Reference checks

- HFS conducts reference checks with **active clients** of the study participants via survey and phone-based interviews.

HFS vendor ratings

- Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions. For this study, we leverage the HFS Pulse data featuring **400+ vendor ratings from Global 2000 enterprises**.

Other data sources

- **Public information** such as press releases, web sites, etc.
- **Additional sources** such as ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

Our assessment approach for this study

The study evaluates the capabilities of providers across the healthcare provider value chain based on execution, innovation, voice of the customer (VOC), and alignment with the HFS OneOffice model—our vision for digital transformation. Details include

Execution

25%

- **Breadth and depth:** Includes healthcare provider revenue, client portfolio, global delivery footprint, and delivery spread
- **Scale of healthcare provider business:** Industry-specific resources, industry talent cultivation, geographical coverage, subsectors covered, number of clients, revenue, and revenue contribution
- **Growth of healthcare provider business:** Year-on-year revenue growth, client growth—new logo and organic, resource growth, offering expansion
- **Outcomes realized:** Contribution to the triple aim (cost of care, health outcomes, and experience of care)

Innovation

25%

- **Strategy and vision:** Including an integrated digital and IoT vision and credibility of strategy, strong understanding of the trends, and refinement of capabilities to address the challenges, go-to-market strategy, competition strategy
- **Healthcare provider technology innovation:** In-house tools, patents, platforms, frameworks, lab infrastructure, process integration, and R&D outcomes
- **Co-innovation and collaboration:** Co-innovation with clients, creative commercial models including pricing, and innovative engagement models aligning with market trends
- **Outcomes realized:** Contribution to the triple aim (cost of care, health outcomes, and experience of care)

OneOffice alignment

25%

- **OneOffice scope:** End-to-end offering that connects the front, middle, and back offices
- **OneOffice skills:** Cultivation of OneOffice skills such as digital fluency and problem solving, internally and with clients
- **OneOffice competencies:** Formalized approaches to data and change management
- **OneOffice technology platform:** Enabling capabilities that support "straight-to-digital," anything related to deployment of intelligent automation, IT-OT convergence, 5G, and other emerging technologies that weave into the OneOffice concept

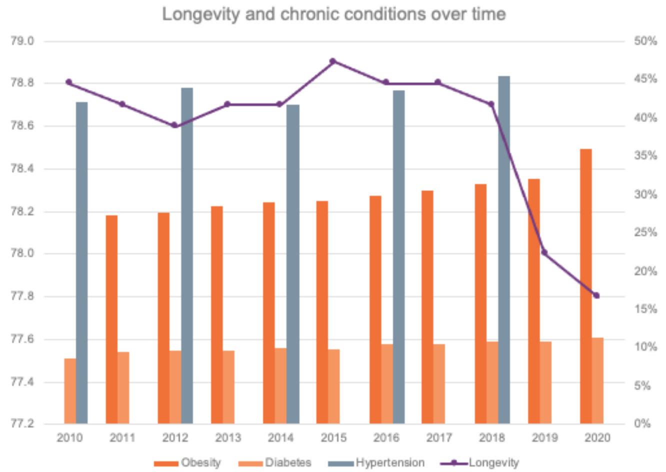
Voice of the customer

25%

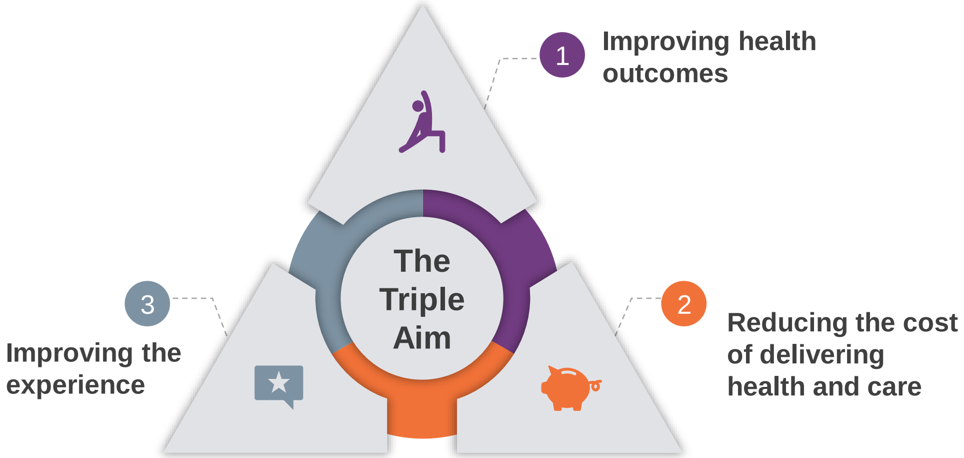
- **References and interviews:** Sourced from study participants
- **Referenceability:** Provision of references and responsiveness
- **HFS survey data:** Feedback from non-reference clients sourced from HFS' network

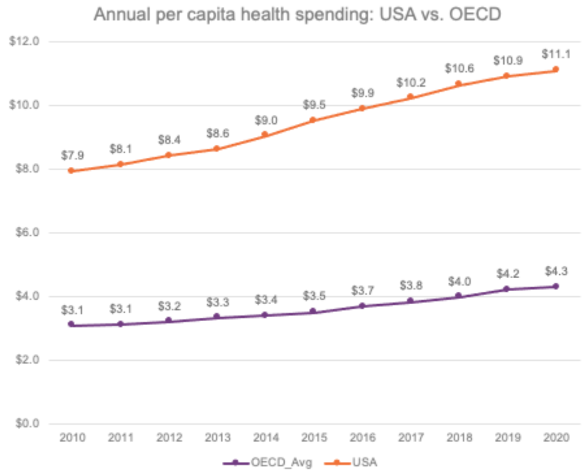
3 Market dynamics

All the attributes of the triple aim of care are heading in the wrong direction in the US…

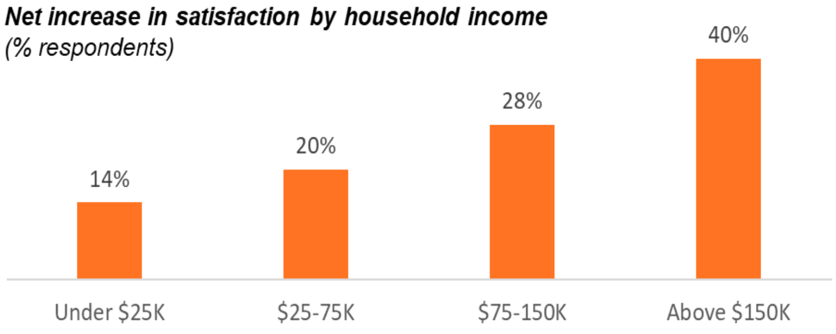


Source: CDC





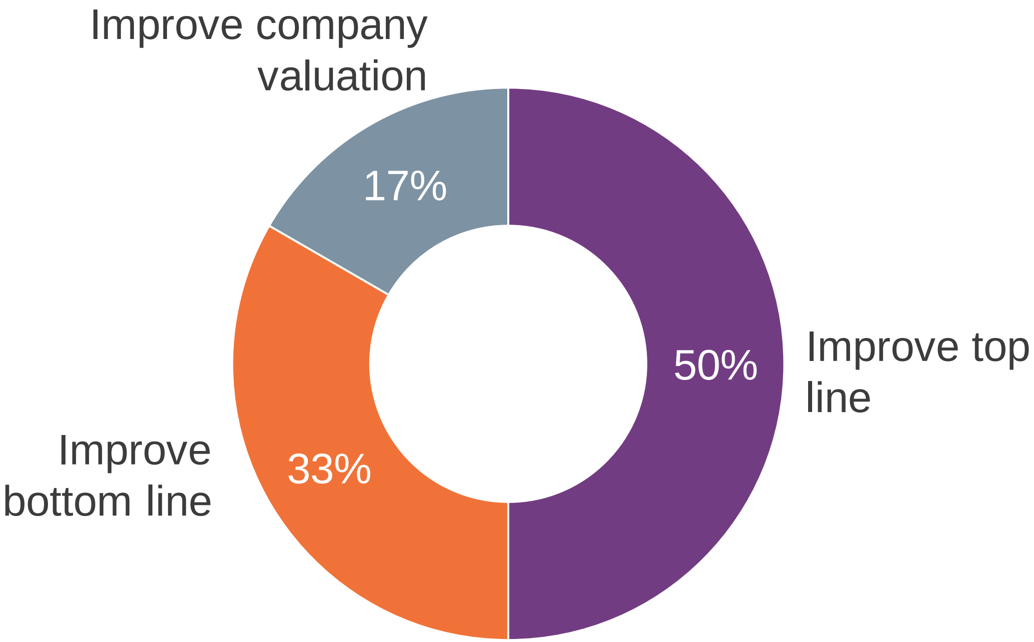
Source: OECD



Sample: 2411 US healthcare consumers
Source: HFS Research 2022

…making it harder on healthcare providers to get their financials in order, given the difficult impact of the pandemic

The single-most important strategic goal for your organization for the next 12-18 months



Sample: HFS Research Pulse – May 2022; 42 healthcare providers
Source: HFS Research, 2022

Executive summary

1	**Convergence**	Healthcare challenges attract participants from four broad heritages: IT services, consulting, BPO, and healthcare. While the participants are transforming their playbooks to adapt to evolving market conditions (combining technology enablement with consulting, etc.), they are reconfiguring their value proposition in the healthcare market.
2	**Workforce**	The great resignation has been an equal opportunity spoiler as the world pivots slowly away from the pandemic. Primary care, health systems, hospitals, and rehabilitation centers have not been immune. Hospital turnover was estimated to be between 25% and 30% in 2021, and the current RN vacancy stands close to 20%. By all accounts, turnover and vacancies are not expected to improve materially, requiring solutions that need lower clinician touches.
3	**Outcomes**	Despite the forever-growing interest in value-based care (VBC), healthcare providers and service providers do not appear to cross the chasms of operational and financial outcomes. While tracking and measuring biological outcomes is not easy, ignoring it will continue to cause deterioration of the triple aim of care, manifesting into poorer operational and financial outcomes.
4	**Segmentation**	The market is clearly segmented by the severity of care needs, from primary to tertiary to rehabilitation. The needs of each of these markets are different, yet service providers appear to address the market in an unsegmented manner. There is an overweighted focus on acute care and underweighted focus on primary and rehabilitation for a variety of reasons, including financials and solution relevancy.
5	**Shifting market**	Healthcare provider choices are driven by the funding mechanism, i.e., health insurance. In 2020, enrollment in self-insured employers surpassed enrollment in plans underwritten by health insurers. It is likely that self-insured employers will seek direct to provider contracts both for primary (digital health enable virtual care) and acute care (VBC, center of excellence) to drive improved employee productivity instead of just reactive care. The shift in this market dynamic could make a positive change in aligning HCPs to health vs. just volume driven sick care.
6	**Regulations**	Price transparency for HCPs means chargemaster on Google; Perhaps not immediately, but most certainly in the next three years, HCPs will continue to be under pressure to manage their financials and will be on the look out for creative contracting (direct to employer), elimination of middle-parties (forget claims processing by health plans), and expanding their value proposition (think community orientation and health). Service providers need to invest in blue-sky thinking to direct and meet HCPs there instead of just addressing today’s problem.

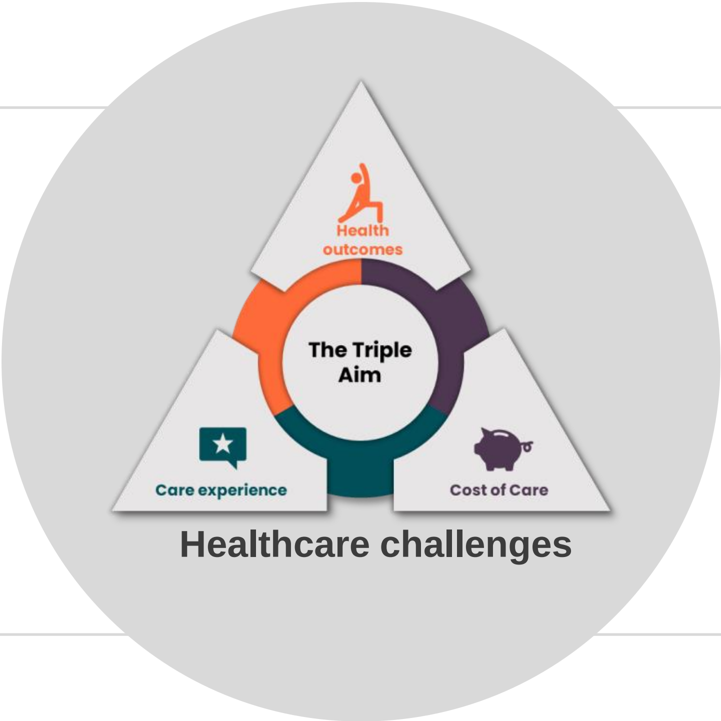
Healthcare challenges are attracting participants across multiple heritages that will inspire the most effective solutions

IT services led

- Augmenting core with consulting
- Underwriting risk
- Constrained to tactical KPIs

Consulting led

- Augmenting core with platforms
- Leveraging C-suite connections
- Willing to go beyond tactical KPIs



Healthcare focus led

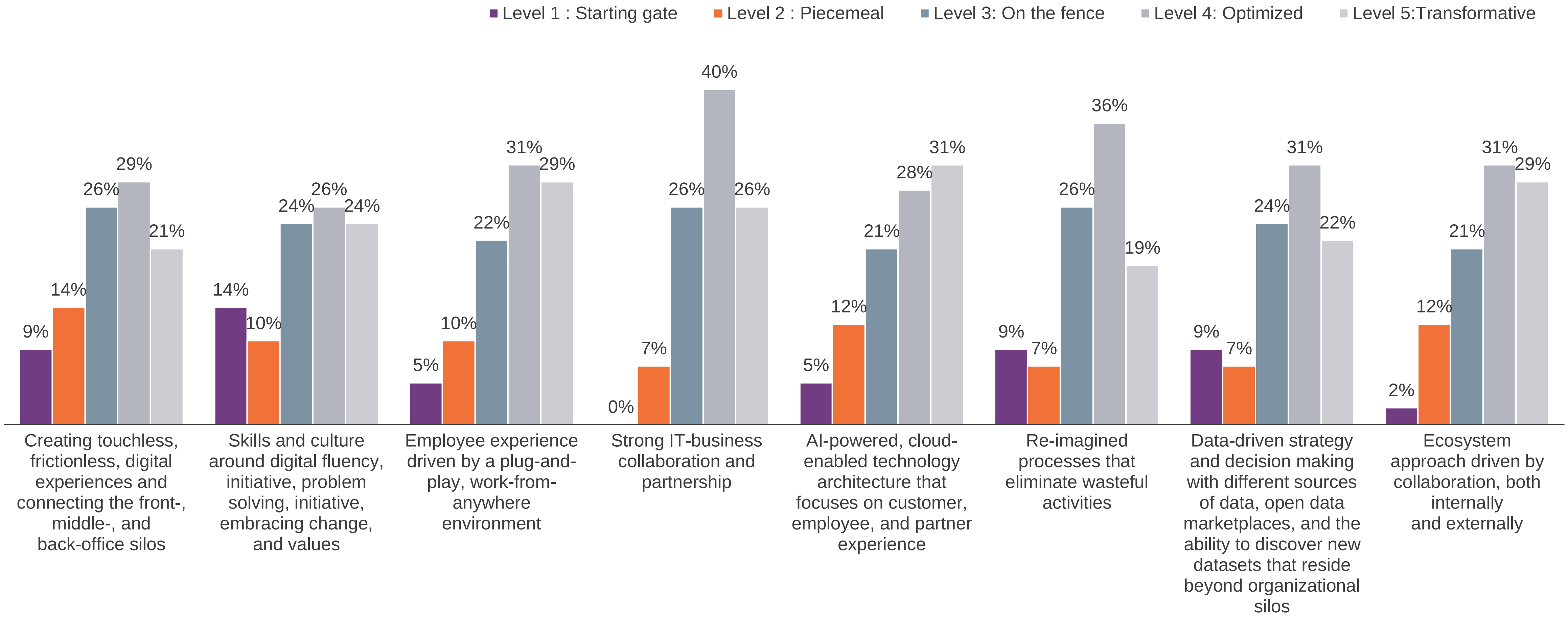
- Consulting, platforms, services
- Leveraging domain depth and expertise
- Creative contracts

BPO services led

- Transactional services
- Limited platforms or technologies
- Tactical KPIs

Healthcare providers are embracing convergence of non-native tools, technologies, processes, and ecosystems to address their challenges

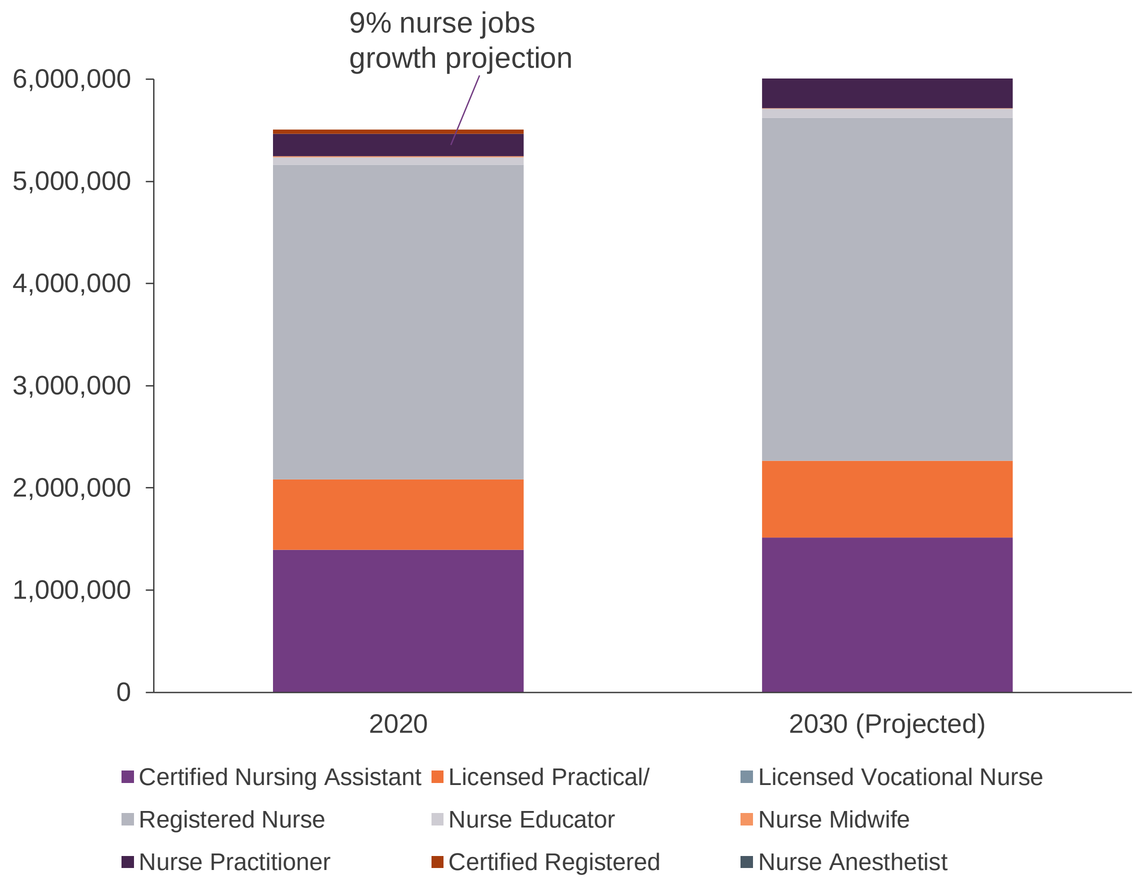
1. Convergence



Sample: 58 healthcare providers
Source: HFS Research H12021 Pulse

Clinical workforce challenges under pressure, irrespective of projections due to pandemic impact, aging, and disease prevalence

Nurse opening projections

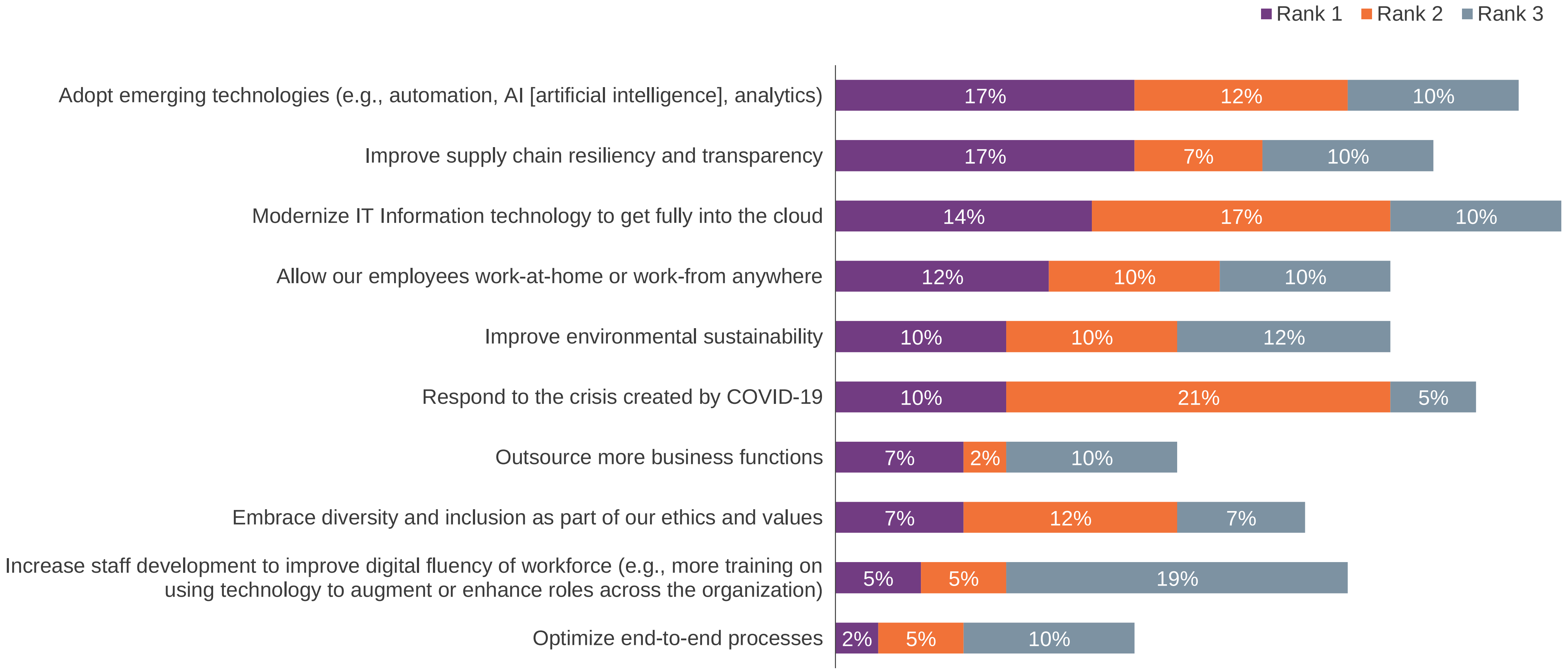


Data source: US Bureau of Labor Statistics
Source: HFS Research, 2022

- Projections of clinical (nurses and doctors) job growth reflects the growth of the US population, aging and disease prevalence.
- The typical strategies to bridge the gap may be insufficient; the US graduates about 22,000 physicians and 155,000 nurses annually. However, demand drivers suggest that the graduate count will not meet the need.
- Clinical workforce shortages in the US will be dire by 2034:
  - Primary care physicians—18,000 to 48,000
  - Specialty physicians—21,000 to 77,000
  - More than a million nurses to exit by 2030
- Options that are ahead of us are a combination of policy and technology enablement:
  - Policy: Allow for greater clinical immigration; develop clinical catchments globally to meet US standards
  - Technology enablement: Uber-reengineering of clinical processes combined with uber-automation of processes that do not require clinical intervention
- Service providers with their global footprint and technology capabilities are ideally placed to help solve the workforce challenges.

Tech enablement for virtual monitoring, care, and automation of nonclinical functions can mitigate workforce challenges

2. Workforce



Sample: HFS Research Pulse – May 2022; 42 healthcare providers
Source: HFS Research, 2022

Demand for sourcing is increasing across the HCP services value chain

- We asked the service providers profiled in this report to assess the change in demand for their services across the healthcare provider value chain over the past 12 months from +2 (a significant increase) to -2 (a significant decline).
- Demand is increasing across the whole value chain. The fastest growth in demand is for patient monitoring and adherence.

Services demand is increasing across the Healthcare provider (HCP) value chain

Pre-care		
Referral	Referral management	1.3
	Medical records management	1.0
Consultations	Patient education	1.1
	Diagnosis and treatment options	0.9
Pre-authorization	Benefits and eligibility	1.2
Admissions	Appointment and pricing	1.9
	Average	**1.2**

Care		
Intervention and treatment	Ambulatory	0.8
	Labs and test data management	1.1
Acute care	Surgical	0.7
Post-acute care	Patient monitoring and adherence	2.0
	Case management	1.3
Rehabilitation	Discharge management	1.2
	Average	**1.2**

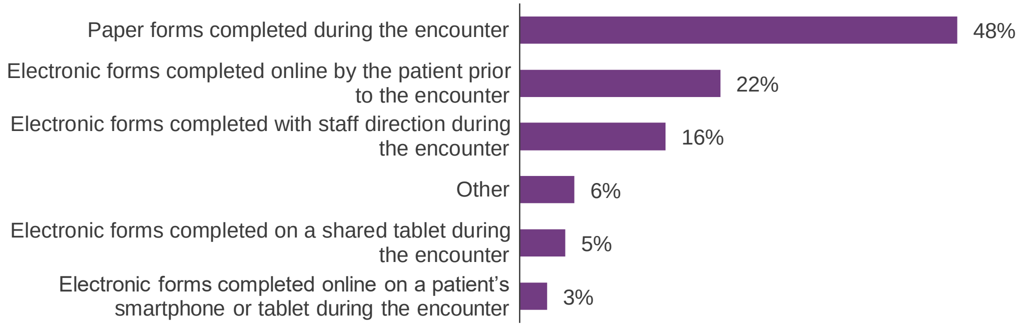
Post-care		
Compliance and reporting	Quality management	1.3
	Audits	1.1
Patient services	Post-acute care transition support	1.5
Network management	Contracts management	1.1
Claims management	Revenue cycle management	1.6
	Billing and collections	1.7
	Average	**1.4**

-2: decreasing demand
-1 = no demand
0 = similar demand
1 = moderately increasing demand
2 = significantly increasing demand

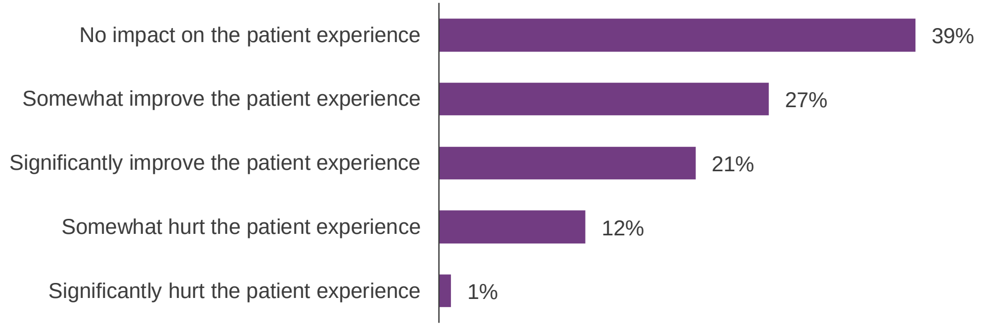
Sample: 15 of 17 service providers covered in this report
Source: HFS Research, 2022

The lack of digital operations continues to impact patient experiences and provider financials

Primary method for checking in patients at time of service

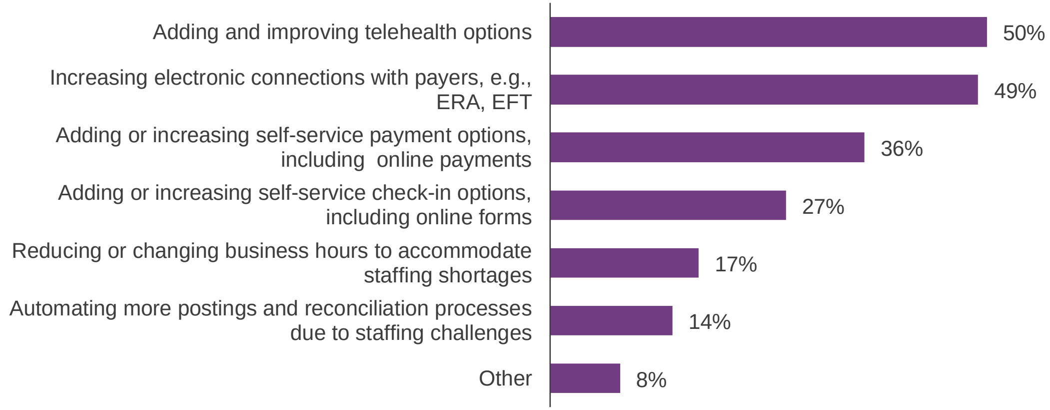


Impact to patient experience due to billing and collection efforts



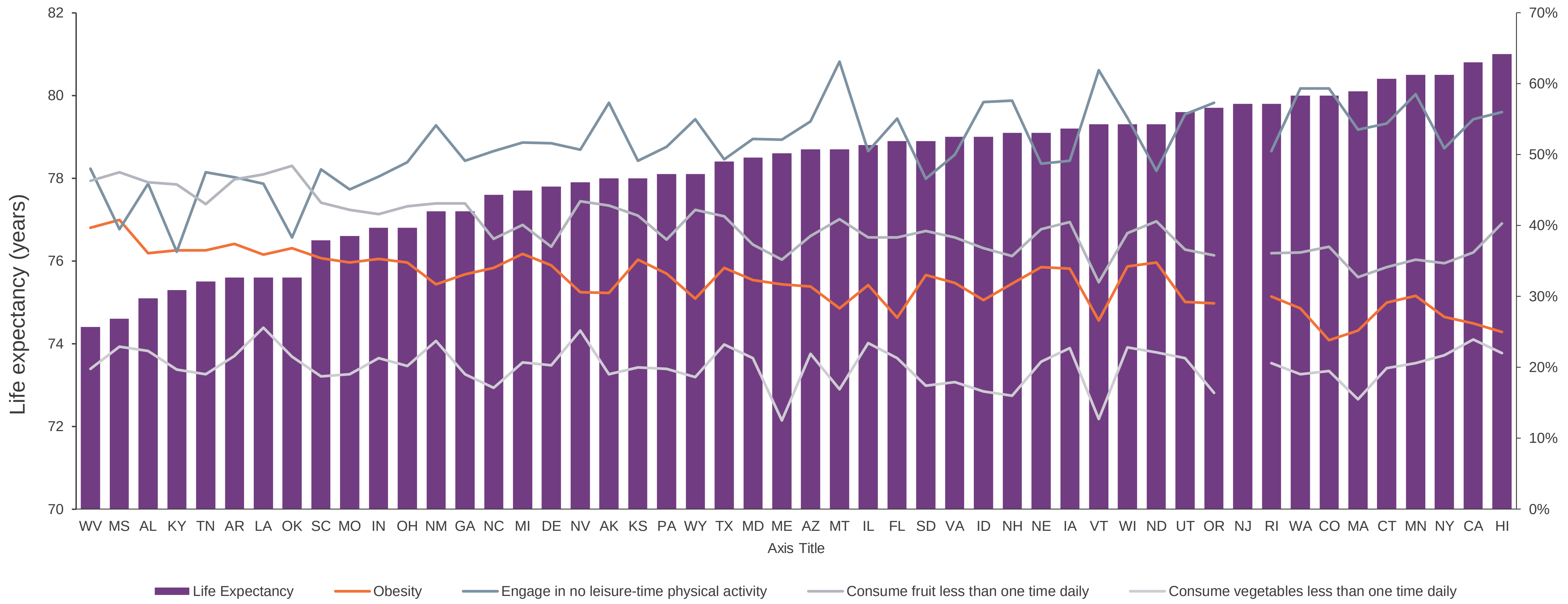
Frequency of refunds issues to patients for overpayment of medical bills

Organizational adaptation due to challenges from 2021



Data source: Trends in healthcare payments – 12th annual report Instamed (2021)
Source: HFS Research

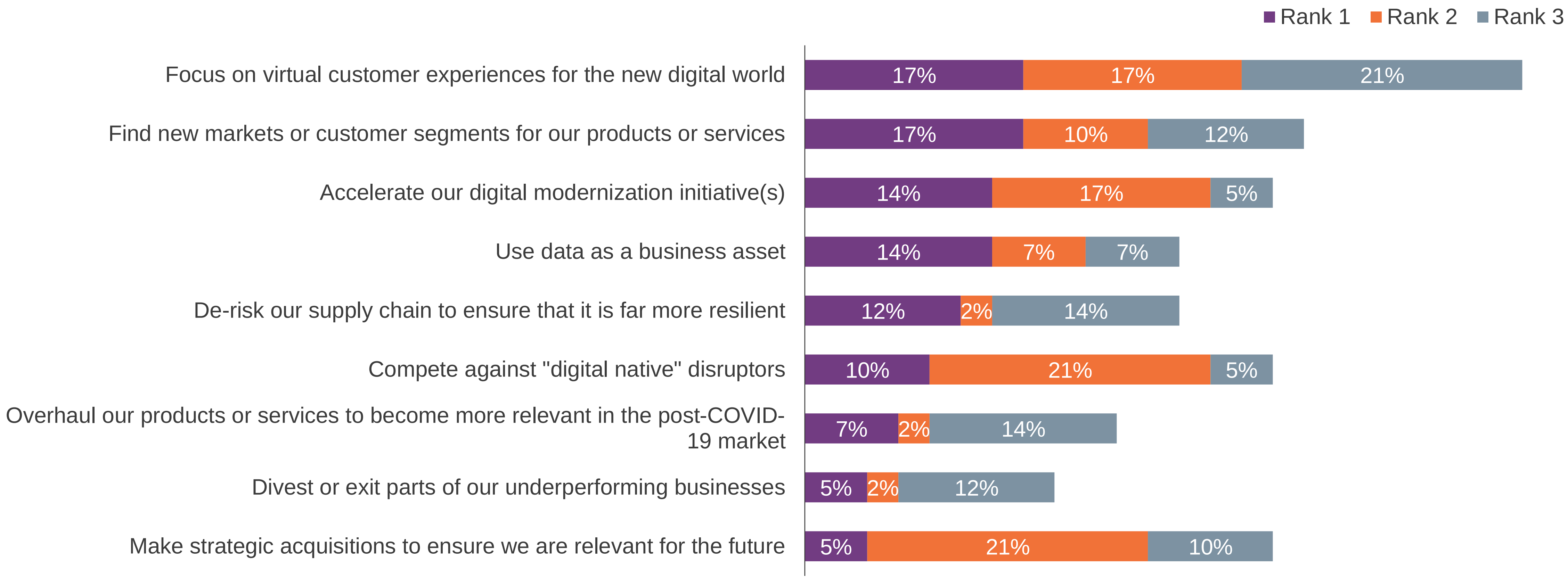
There is a correlation between healthy behaviors and life expectancy across the states in the US



Source: HFS Research
Data: CDC (2019), Gallup (2019)

Despite poor health outcomes, healthcare provider strategies over the next 18 months are focused on financial hardening

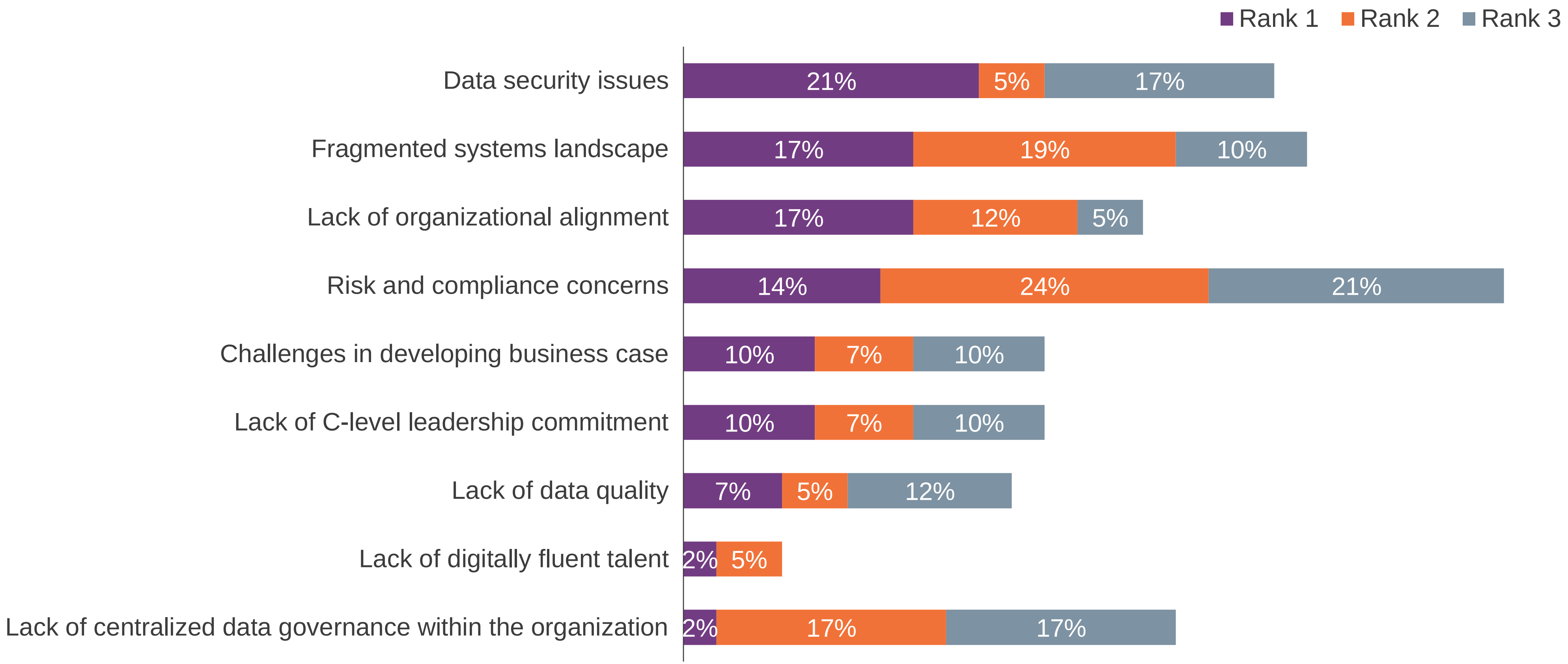
What are the major business strategies that your organization is pursuing to meet your organizational goal for the next 12-18 months?



Sample: HFS Research Pulse, May 2022, 42 healthcare providers
Source: HFS Research, 2022

But it won’t be smoothing sailing, given the raft of challenges providers will have to address

What are your company’s challenges to meet your strategic objectives?



Sample: HFS Research Pulse, May 2022, 42 healthcare providers
Source: HFS Research, 2022

Horizon 1 is in the rear-view mirror, and Horizon 3 is unfolding right now, driving the urgency to act on critical use cases

VALUE ASPIRATION

LINEAR

Horizon 1: Digital
Digitally optimized processes to drive improved business outcomes

- Efficiency and effectiveness mindset
- Unified data reporting
- Patient centric
- Process workflow

- Siloed eco-system (legacy)
- Neo-health and big tech participation
- Global pandemic

- Virtual care (telehealth) expansion
- Health and care apps proliferation

- Cloudification
- Cybersecurity
- Automation
- Machine learning
- Predictive analytics
- Mobility

FUNCTIONAL

EXPERIENTIAL

Horizon 2: OneOffice
End-to-end organizational alignment across front, middle, and back to drive unmatched stakeholder experience

- Internal collaboration
- Data-led decision making
- Digitally fluent talent
- Human + machine processes

- Medicare expansion
- Direct-to-consumer services expansion
- Employer as a health plan

- Integrated PHI app for consumers
- AR and VR to extend virtual care

- Cloud native
- Artificial intelligence/ NLP
- Prescriptive analytics
- AR/VR
- Internet of things (IoT)
- Wearables

ENTERPRISE

EXPONENTIAL

Horizon 3: OneEcosystem
Collaboration across the healthcare ecosystem to deliver against the Tripe Aim (cost, health outcomes and experiences)

- Infinite mindset
- External collaboration
- Creative talent
- Autonomous processes

- Universal healthcare
- Integrated health and healthcare delivery
- Sustainability driven healthcare

- Integrated wearables
- Super app

- Industry cloud
- 5G
- Edge computing
- Blockchain
- Web3/ Metaverse
- Quantum computing

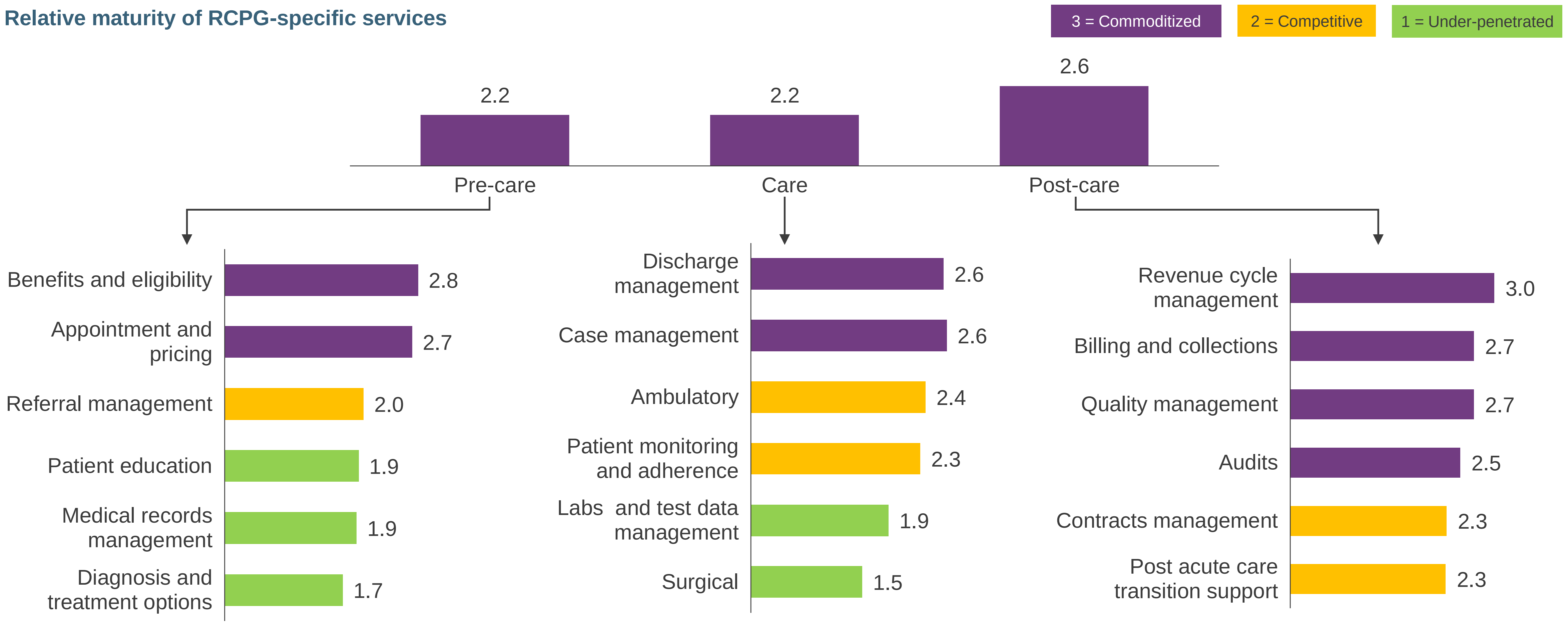
ECOSYSTEM

INNOVATION SCOPE

The HFS Enterprise Innovation Framework lends clarity to the noise of emerging technologies driving digital health.

- Organization characteristics
- Market dynamics
- Digital health manifestation
- Emerging technology adopted at scale

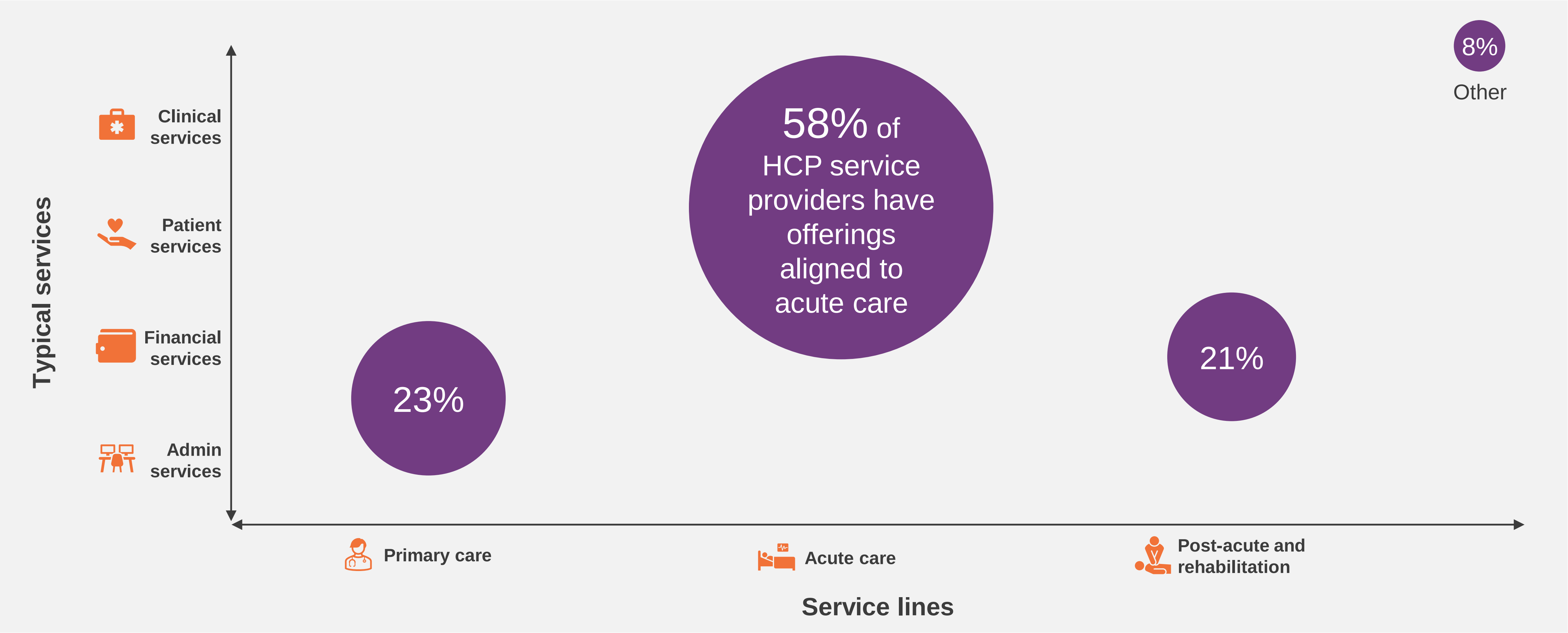
HCP provider services are mostly competitive or under-penetrated, with many greenfield opportunities



Sample: 15 out of 17service providers covered in this report
Source: HFS Research, 2022

HCP services providers going to market by solution categories instead of market segments is holding back value

4. Segmentation



Sample: 15 out of 17service providers covered in this report
Source: HFS Research, 2022

Primary care will become more subscription-based, disrupting traditional health plan–provider contracting

4. Segmentation

Contract sophistication (- to +) vs. Risk (- to +)

	Subscription based	Traditional insurance	ACOs	Integrated health system or PSHP
Health plans		Fast running out of fashion!		Friend or foe!
Government		Government programs will continue to expand	Experimentation and support to continue as CMS saved ~$2 billion in 2020	
Employer	Employers could make an allocation vs. delivery benefits	Self-insured employers will increase direct to provider		Attractive to self-insured employers
Consumer	Attracted to younger and savvy cohorts	Millennials likely 1st generation to begin try alternative models		Kaiser-level HMOs could be a way forward, but few can execute

Sample: 15 out of 17service providers covered in this report
Source: HFS Research, 2022

Subscription-based digital-health-enabled primary care can disrupt health insurance for primary care

	Individual insurance plans		Subscriptions
	Typical	**High deductible (HDHP)**	**Individual**
Average annual premiums	$5,256	$1,632	
Average deductibles	$1,945	$1,700	
Average subscription			$900
Total cost to consumer	$7,201	$3,332	$900

- According to the Kaiser Family Foundation, the average health insurance benchmark premium (silver plan) on the US exchange marketplace is $438 per month in 2022; the average deductible is $1,945.
- Health consumers can choose the combination of subscription-based primary care and a high deductible health plan (HDHP) that could translate into a savings of about $3,000, or 40% lower than the benchmark plan for an individual.

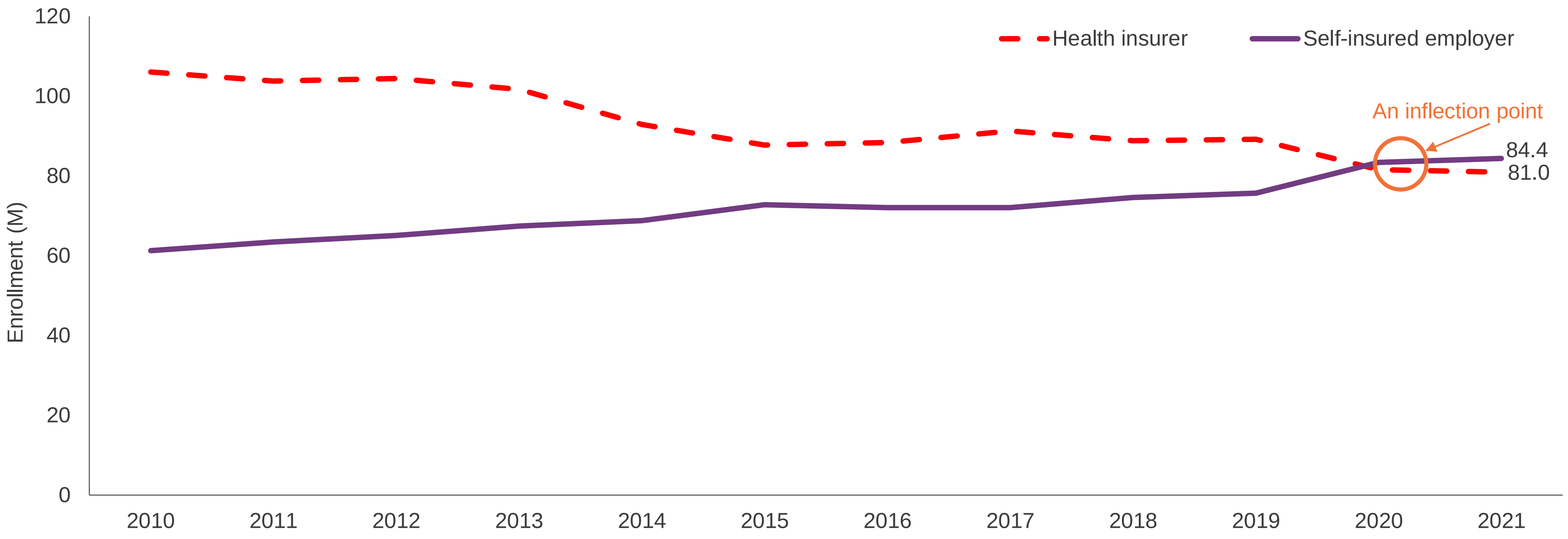
[Digital health primary care is about to disrupt health plans]

Data: Kaiser Family Foundation, Government Employees Health Association (GEHA)
Source: HFS Research, 2022

Self-insured employer enrollments surpassed fully-insured enrollments in 2020, opening new care delivery paradigms

5. Shifting market

Health insurance enrollment 2010–2021

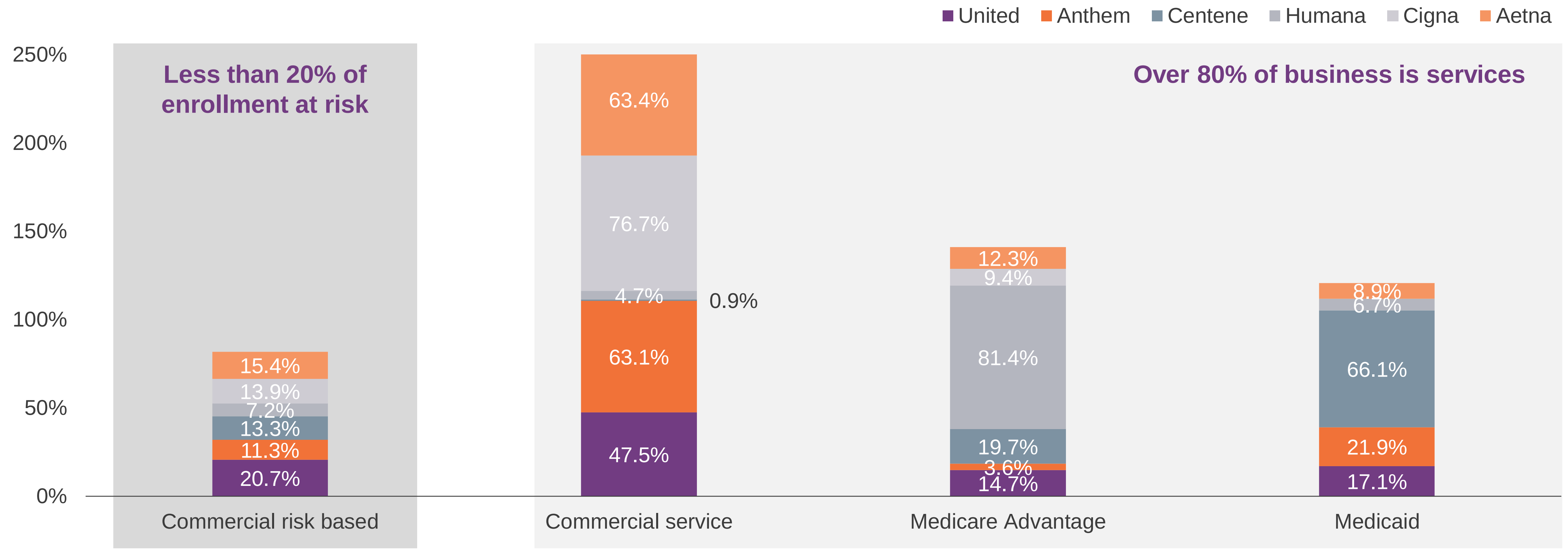


Data: CMS, US Dept of Labor, Kaiser Family Foundation
Source: HFS Research, 2022

The opportunity is strengthened by health plans morphing into a services business and competing with you!

At-risk vs. administrative services at six largest publicly traded health plans

Average percentage of membership 2019–2021



Source: HFS Research
Data: Company 10K

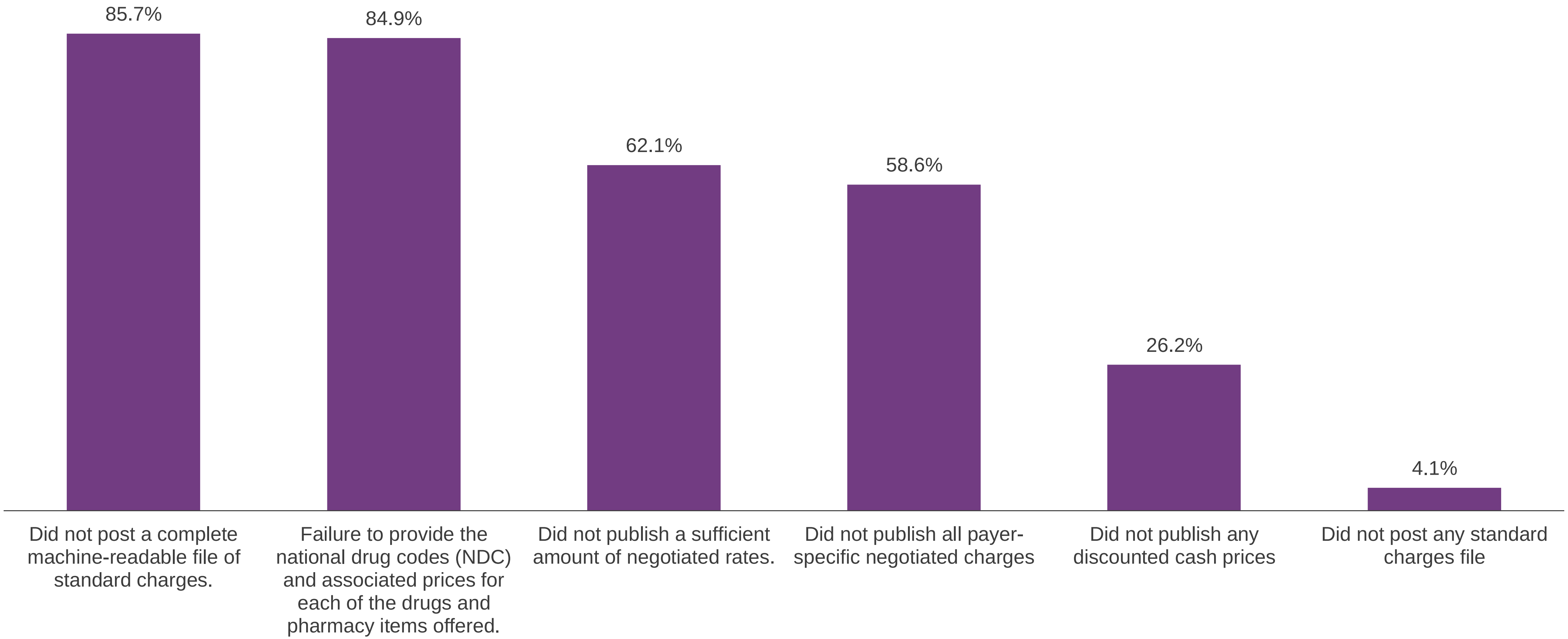
Chargemaster on Google driven by price transparency rules is about to append healthcare from funding to care delivery

6. Regulation

Impacts	Short term (less than 3 years)	Mid term (~5 years)	Long term (~10 years)
Consumer	No impact given the low awareness of price-transparency rules	Slow but improved adoption of price transparency tools leading to better care choices clinically and financially	Better usage of price transparency tools will increase health IQ to make informed decisions
Self-insured employer	Consider the groundwork being laid to go direct to provider	Augment direct-to-provider contracts with holistic health by incorporating social determinants of health through primary care	Continued experimentation with a focus on prevention and wellness; direct to provider for acute care needs
Health plans	Expect plans to win this first as they renegotiate prices down and further slow-walk value-based care (VBC)	Health plans will resort to reducing premiums and crafting attractive VBC to remain relevant	Will predominantly be a service provider for Medicare, Medicaid, and CHIP
Health systems	Inconsistent impacts between large urban hospitals to rural hospital	Strong adoption of VBC and a pivot away from transactional (FFS) pricing to combat severe price negotiation challenges	Continued financial battles that could be eased with predominantly VBC with FFS the exception

Time horizon

Hospital price transparency compliance is very low across different dimensions suggesting that they need help quickly



Source: HFS Research
Data: patientrightsadvocate.org, Feb 2022

HCP service providers engagement landscape

FTE landscape

Maximum	80,000
Average	11,000
Median	4650
Minimum	100

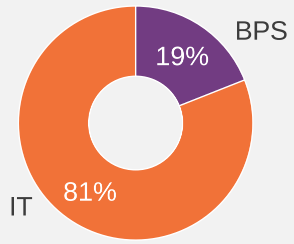
Revenue landscape

Maximum	$4,514 million
Average	$850 million
Median	$498 million
Minimum	$10 million

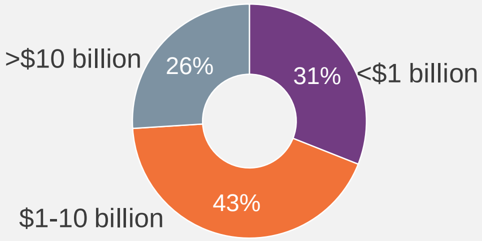
Client landscape

Maximum	90,000
Average	8,127
Median	190
Minimum	~10

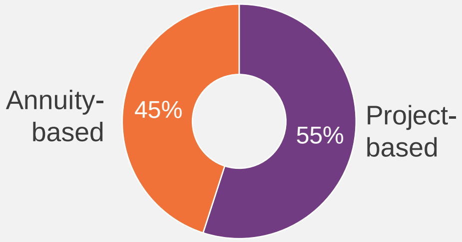
IT/BPS breakup



Client by size breakup



Project-based versus annuity based



Based on assessment of HCP provider offerings of 15 of 17 service providers
Source: HFS Research, 2022

4

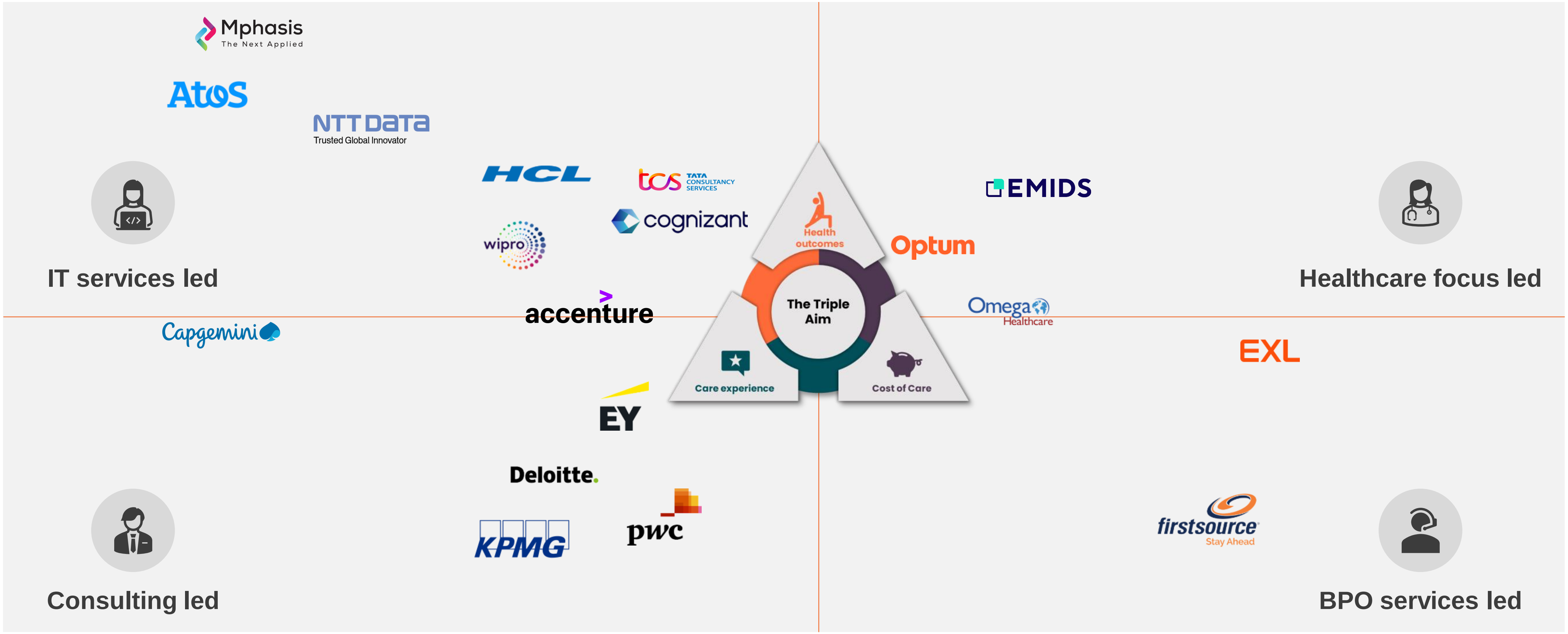
Top 10 profiles: HCP service providers

Service providers covered in this report

Deloitte and PwC did not actively participate. We built their profiles based on publicly available information and inputs from their clients.

Heritage sets the orientation as service providers reinvent themselves to position toward success in the HCP market

Ability to influence the triple aim of care is reflect by being closest to the center



HCP service providers—a summary of the providers assessed in this report

Providers (alphabetical order)	**HFS point of view**
Accenture	Clinical leadership with deep expertise and a global footprint is further strengthened by an expansive ecosystem
Atos	Global footprint aided by inorganic levers will continue to be positive
Capgemini	“Good to Great” paradigm powers the go-to-market on the backs of solid offerings
Cognizant	Translating the power of ecosystems and a well-rounded solutions portfolio into successful delivery
Deloitte	Recognizing and enabling the shift from illness to prevention and wellbeing
EMIDS	Healthcare centricity, thought leadership and platform capabilities will drive growth
EXL	Clinical leadership, segmented go-to-market and analytics power EXL health’s growth in its infancy
EY	Deep expertise across the globe powered by advisory and platform signals strong value proposition
FirstSource	BPO-led offerings drive financial value to healthcare providers while setting the stage for next level of growth
HCL	Broad solution portfolio augmented with a strategic ecosystem provides significant upside
Mphasis	Optimizing investments to power the growth in the provider space will bear dividends over time
NTT DATA	Investments in co-innovation capabilities as advisory gets energized are part of a recipe for the next level of growth
Optum	Deep expertise and a solution portfolio that is not wanting for anything empowers a very strong value proposition
Omega Healthcare	Delivering to a predominant healthcare provider focus on the strength of people power and emerging technology capabilities
PWC	Strategy advisory-led offerings are strong but limitations in technology solutions
TCS	A whole of the enterprise approach with deep domain experience and courage to innovate defines TCS HCP play
Wipro	A willingness to focus on health outcomes will help differentiate its value proposition

HFS Top 10 HCP service providers—2022 notable performances

HFS Winners Circle Top five providers overall across execution, innovation, OneOffice alignment, and voice of the customer criteria				
#1	#2	#3	#4	#5
Optum	cognizant	accenture	EY	HCL

Execution powerhouses Top three providers on execution criteria			Innovation champions Top three providers on innovation criteria			OneOffice alignment Top three providers aligned to OneOffice			Outstanding voice of the customer Top three providers on voice of the customer criteria		
#1	#2	#3	#1	#2	#3	#1	#2	#3	#1	#2	#3
Optum	EY	Deloitte.	Optum	cognizant	accenture	tcs TATA CONSULTANCY SERVICES	accenture	wipro	EY	HCL	EXL

Other notable performances

- Atos ranked #4 in OneOffice alignment
- EMIDS ranked #4 in Strategy and vision, as well as Growth of Healthcare provider's business
- EXL ranked #5 in Co-innovation and collaboration and OneOffice alignment, ranked #3 in VoC
- Firstsource ranked #2 in Growth of Healthcare providers' business
- NTT DATA ranked #3 in Co-innovation and collaboration
- Wipro ranked #1 in Outcome realized for Innovation
- Omega Healthcare ranked #2 in Scale of Healthcare providers business and ranked #4 in strategy and vision

HFS 2022 Top 10 HCP service providers ranking

Rank	Overall HFS Top 10 position	Execution					Innovation					OneOffice alignment	Voice of the customer
		Breadth and depth	Scale of HCP services business	Growth of HCP services business	Outcomes realized	Overall execution	Strategy and vision	HCP services technology innovation	Co-innovation and collaboration	Outcomes realized	Overall innovation		
#1	Optum	EY	Optum	TCS Tata Consultancy Services	Optum	Optum	Optum	cognizant	EY	wipro	Optum	TCS Tata Consultancy Services	EY
#2	cognizant	cognizant	Omega Healthcare	firstsource Stay Ahead	cognizant	EY	cognizant	Optum	Optum	accenture	cognizant	accenture	HCL
#3	accenture	HCL	EY	HCL	Deloitte.	Deloitte.	accenture	TCS Tata Consultancy Services	NTT Data Trusted Global Innovator	Optum	accenture	wipro	EXL
#4	EY	pwc	cognizant	EMIDS	accenture	cognizant	EMIDS	HCL	EMIDS	Deloitte.	TCS Tata Consultancy Services	Atos	Optum
#5	HCL	Deloitte.	accenture	EY	wipro	Omega Healthcare	Omega Healthcare	accenture	EXL	TCS Tata Consultancy Services	HCL	EXL	accenture
#6	TCS Tata Consultancy Services	TCS Tata Consultancy Services	Deloitte.	Optum	pwc	HCL	HCL	NTT Data Trusted Global Innovator	wipro	cognizant	EMIDS	pwc	Atos
#7	wipro	accenture	NTT Data Trusted Global Innovator	Omega Healthcare	firstsource Stay Ahead	accenture	firstsource Stay Ahead	firstsource Stay Ahead	cognizant	pwc	NTT Data Trusted Global Innovator	EY	cognizant
#8	Deloitte.	Optum	pwc	Capgemini	Omega Healthcare	TCS Tata Consultancy Services	NTT Data Trusted Global Innovator	EY	HCL	EY	EY	cognizant	wipro
#9	EMIDS	wipro	HCL	wipro	EY	firstsource Stay Ahead	TCS Tata Consultancy Services	EMIDS	Deloitte.	Mphasis The Next Applied	Deloitte.	HCL	Deloitte.
#10	Omega Healthcare	NTT Data Trusted Global Innovator	firstsource Stay Ahead	Deloitte.	Mphasis The Next Applied	wipro	Deloitte.	Atos	TCS Tata Consultancy Services	HCL	wipro	Omega Healthcare	EMIDS

5 Cognizant profile: HCP service providers

How to read our service provider summary statements

Logo

Dimension	Rank
HFS Top 10 position	#
Ability to execute	#
Breadth and depth	#
Scale of Healthcare Provider business	#
Growth of Healthcare Provider business	#
Outcomes realized	#
Innovation capability	#
Strategy and vision	#
Healthcare Provider technology innovation	#
Co-innovation and collaboration	#
Outcomes realized	#
OneOffice alignment	#
Voice of the customer	#

Strengths	Development opportunities
• Organization • Growth • Go-to-market • Talent management • Outcomes • Voice of the customer	• Organization • Growth • Go-to-market • Talent management • Outcomes • Voice of the customer

Strengths of the service provider based on mentioned parameter

HFS and customer feedback recommendations for the service provider to develop

Analyst understanding of strategy, metrics, programs, and perception

Sections and headings are standardized for all profiles

Maturity across the value chain

Spread of clients	IT vs. BPS revenue	Spread of delivery locations	Project versus annuity based

Maturity of capabilities across the HCP services value chain		
Pre-care	Care	Post-care

Self-assessment Mature Emerging Not a focus

Relevant acquisitions and partnerships	Key clients	Global operations and resources	In-house platforms and tools
Recent acquisitions • Recent acquisitions that have added to HCP services **Partnerships** • Key partnerships that contribute to HCP services	• Number of clients and key client names	• Headcount dedicated to and available for HCP services • Delivery location breakdown and key centers of excellence, etc.	• Intellectual property (IP), platforms, and tools key to life science services

Translating the power of ecosystems and a well-rounded solutions portfolio into successful delivery

cognizant

Dimension	Rank
HFS Top 10 position	**2**
Ability to execute	**4**
Breadth and depth	2
Scale of Healthcare Provider business	4
Growth of Healthcare Provider business	15
Outcomes realized	2
Innovation capability	**2**
Strategy and vision	2
Healthcare Provider technology innovation	1
Co-innovation and collaboration	7
Outcomes realized	6
OneOffice alignment	**8**
Voice of the customer	**7**

Strengths

- **Organization:** Cognizant's HCP services business is organized as a matrix structure across BU and delivery. Each industry market and delivery unit collaborates with the domain groups to deliver solutions to the clients.
- **Growth:** Despite the pandemic, growth has been steadily on par with the market.
- **Go-to-market:** An ecosystem approach brings the best of its expertise, and its partner's capabilities (both healthcare and industry-agnostic) give it strength to impact the triple aim of care. The bias toward primary care gives them a leg up as providers move toward more out-patient care.
- **Talent management:** The brand's strength is an attraction, and the ongoing nourishment through industry-focused training, certification, and participation in industry forums is strong.
- **Outcomes:** KPIs such as customer success, market profitability, productivity, project execution, and the outcome is the standard metric Cognizant uses to measure its success.
- **Voice of the customer:** Clients appreciate Cognizant for the friendly way service is delivered and the pace of execution. They consider Cognizant as a strategic partner rather than just a vendor.

Development opportunities

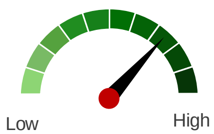
- **Growth:** Its peer group has shown a consistent growth through the pandemic, reflected in a relook at the market segments, solution portfolio, and contracting arrangements
- **Go-to-market:** While the ecosystem approach is a strength, the opportunity to impact human health outcomes in a more meaningful manner exists.
- **Outcomes:** Augmenting current metrics with human health outcomes will strengthen the value proposition.
- **Voice of the customer:** Clients expect recommendations on changes or improvements impacting their business as a result of new implementations including aiding in change management.

Spread of clients	IT vs. BPS revenue	Spread of delivery locations	Project versus annuity based
Not disclosed	Not disclosed	Not disclosed	Not disclosed

Maturity of capabilities across the HCP services value chain

Pre-care	Care	Post-care
1.8	2.1	2.6

Self-assessment: Mature, Emerging, Not a focus



Sustainability meter

Relevant acquisitions and partnerships

Recent acquisitions
- **Servian:** Firm with expertise across data analytics, artificial intelligence, digital services, experience design, and cloud (2021)
- **Inawisdom**: Acquired to to enable healthcare organizations to embed data-driven decision-making into their organization (2020)
- **EI Technologies:** Expertise in cybersecurity experience and AI-driven managed detection and response (2020)
- **Partnerships**
- Strategic partnerships with Medicity, HealthUnity, Caradigm, Mirth and InterSystems
- Licensing/strategic partnership with Microsoft, IBM, AWS, Salesforce, MuleSoft, Philips, Adobe, UiPath and Workday
- Other partners: Dell, Cisco, Collibra, SAS, Informatica, Apple
- Global System Integrator Partnership with Tableau, Ab Initio, Alteryx, Cambridge Semantics, Clarabridge, Clickbox, Cloudera, GoodData, Hortonworks, Information Builder (IBI)—Webfocus, Linguamatics, MapR, MongoDB, Reltio, Revolution Analytics, Segmint, Stibo systems, Syncsort, Talend, Teradata, Xurmo, Sisense, Snowflake

Key clients

Number of HCP services clients: Not disclosed

Of the top HCP services providers, Cognizant serves
- A US-based large integrated managed care organization
- One of the oldest and largest healthcare delivery organizations in NY
- A regional academic medical center in NY
- A non-profit Catholic health system based on the east coast
- World's leading provider of dialysis products and services
- A leading wound care management provider
- An Oregon-based chain of healthcare clinic

Global operations and resources

HCP services headcount: Not disclosed
Delivery locations
- Cognizant has about 87 delivery centers worldwide to cater to healthcare clients.
- Cognizant has innovation centers in North America, Europe and Asia Pacific related to digital collaboratory, digital engineering labs, Integrated Process Automation CoE, Pega Robotics & Digital Transformation Center, SAP Customer Engagement and Commerce CoE, SAP ECC CoE, SAP Cloud CoE, SAP HANA Analytics and Leonardo CoE, SAP S/4HANA CoE, SAP SuccessFactors CoE

In-house platforms and tools

- **Revenue Cycle Management**
  - **TriZetto Provider Solution**
- **Care Coordination and Delivery**
  - **ClaimSphere Clinical+:** Payer-provider clinical data exchange platform
  - **IFaceCDX:** Lightweight clinical integration engine
  - **OneCare:** Seamless IoMT patient and provider experiences enabling remote patient monitoring and virtual care
  - **Bot Byte:** NLP powered BOT

6 HFS Research authors

HFS Research authors

Rohan Kulkarni

Practice Leader – Healthcare and Life Sciences Research

rohan.kulkarni@hfsresearch.com

Rohan leads the Healthcare practice at HFS, bringing to bear his vast experience across the healthcare ecosystem. His experience includes being the Head of Healthcare Strategy at multiple Fortune 500 companies, Product Management leader, and CIO at two health plans. He is passionate about the Triple Aim (improving health outcomes, reducing the cost of care, and enhancing the care experience) and believes that health and healthcare is a polymathic opportunity that intersects with every industry and facet of our lives. His well-rounded experience and passion bring a practical approach to his analyst role at HFS.

Rohan has an engineering degree from the University of Mysore, India, an MBA from the University of Dundee & the London School of Economics in the UK, and Product Management diploma from the Harvard Business School.

Mayank Madhur

Associate Practice Leader

mayank.madhur@hfsresearch.com

Mayank Madhur is an Associate Practice Leader at HFS Research, supporting different practice leads with a horizontal focus on IoT, Industry4.0, and Engineering. He also works with practice leads with a focus on industry verticals (mainly across healthcare; life sciences; manufacturing; retail and CPG; and travel, hospitality, and logistics).

He holds a certificate in Strategic Management from IIM Kashipur. Mayank holds a Master’s in Business Administration from Birla Institute of Technology and Science College, Pilani (BITS, Pilani University) and a Bachelor’s in Engineering in Electrical and Electronics from Jawaharlal Nehru National College of Engineering (Visvesvaraya Technological University), Karnataka.

HFS TOP 10

About HFS

Insight. Inspiration. Impact.

HFS is a unique analyst organization that combines deep visionary expertise with rapid demand side analysis of the Global 2000. Its outlook for the future is admired across the global technology and business operations industries. Its analysts are respected for their no-nonsense insights based on demand side data and engagements with industry practitioners.

HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

www.hfsresearch.com

hfsresearch

www.horsesforsources.com